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Topic Emotional mobility and work efficiency of employees in the business
sector

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SUMMARY

This master's thesis consists of 78 pages, 4 chapters, 23 tables, 3 figures, and a list of 71 references.

This dissertation is timely since it explores the relationship between employees' emotional mobility and their productivity at the workplace which influences the overall performance of a company. The research examines the effects of employees' emotional mobility and work productivity in the business sector. The research tasks are: to explore the relationship between emotional mobility, self-awareness and work efficiency in business on the example of the Nigerian banking sector; study the effect of social proficiency on employee performance in Nigeria's banking sector; determine the magnitude to which handling emotion affects employee work efficiency in the sector.

For this dissertation, a survey method was used as part of a quantitative research method. This research method was chosen because it takes into account both the size of the population sampled and the ways to make sure that the sample is a good representation of the whole. The novelty of the research is (1) establishing a positive correlation between work performance and employees' levels of social competence in the Nigerian banking sector based on the survey method and (2) offered recommendations on improving the work efficiency of employees using this dependence.

The object of the research is the work efficiency of employees on the example of the banking business sector. The subject of the research is the influence of emotional mobility on the work performance of employees.

The practical significance of the research findings is their implications for bank management by managing emotional mobility and intelligence for staff productivity growth in the business sector. The findings of this research will be useful not only to the company that commissioned it, but to businesses across the country. These companies see emotional intelligence as a valuable asset because it makes the workplace a better place for everyone to work.

The first chapter examines the background of the study and emotional mobility in the workplace, which is gaining popularity and traction among business leaders.

The second chapter is devoted to the literature review and looks at the theoretical perspective, the idea, history and dimensions of emotional mobility, the development of emotional intelligence, the work efficiency of employees, the Nigerian banking sector, the challenges facing Nigerian financial markets in the twenty-first century, and the role of emotional intelligence in job performance.

In the third chapter, the researcher covers the research methodology. This research made use of a survey as its primary method of data collection. This study used a stratified sampling approach, a type of probability sampling, to select its sample of 186 employees from among those working in the 10 branches that made up the study's sampling element.

Chapter four is devoted to the presentation and examination of the data and information that was gathered through questionnaires that were given out through WhatsApp to the executives and employees of a chosen commercial bank in Akure, Ondo State, Nigeria.

KEYWORDS: EMOTIONAL MOBILITY, WORK EFFICIENCY, EMPLOYEE, BUSINESS, JOB, PERFORMANCE.

TABLE OF CONTENTS

Summary.....	3
Introduction	6
CHAPTER 1 Background of the study	10
1.1 The essence of emotional mobility	10
1.2 Focus of the study	13
CHAPTER 2 Literature review	16
2.1 Perception of emotional mobility	16
2.2 The Nigerian banking sector	23
2.3 Work efficiency and role of emotional mobility	27
2.4 Empirical studies related to the research topic	31
CHAPTER 3 Research methodology	36
3.1 Description of the research methodology.....	36
3.2 Validation of research instrument	39
CHAPTER 4 Results and discussion.....	42
4.1. Analysis of questionnaire	42
4.2 In-depth examination of complementary research data	45
4.3 Hypotheses testing	53
4.4 Discussion of findings	56
Conclusions	60
References	63
Appendices.....	71

INTRODUCTION

Business must meet global social, economic and environmental[73,74,76,79,81,83,84,85] trends to be competitive and efficient[72,75,77,78,80,82]. In today's rapidly evolving and intensely competitive business landscape, high-performing companies have a greater chance of success [4]. Organizations with highly mentally balanced workers are more likely to have satisfied customers and a larger proportion of the market. Emotional mobility, or intelligence, is a crucial factor to consider when thinking about ways to promote mental health in the workplace. When a person has significant emotional intelligence, they are able to recognise their own feelings and those of others and use that knowledge to direct their own behaviour. Emotional and intellectual development can both benefit from this skill [10].

Emotional intelligence plays a crucial role in fostering a positive workplace by encouraging people to solve problems together rather than isolate themselves [9; 11–13; 35–42]. As a reflection of one's interpersonal skills and control over one's emotions, it aids managers and workers in adapting to and weathering workplace changes [15].

Fostering employees' emotional intelligence will help them stay motivated despite the challenges they face on the job [17]. Employees who are able to control their own emotions and the emotions of those around them are less likely to experience the kinds of physiological and psychological pressures that can have a negative impact on productivity on the job [41; 60–63; 68–71].

The Central Bank of Nigeria (CBN) is in charge of overseeing the banking sector in Nigeria (banking reforms of 2004 and 2009). Thus far, the widespread adoption of artificial intelligence (AI) has had significant ramifications for the emotional intelligence and productivity of workers. The banking industry has recently seen a decline in overall employment and a corresponding increase in reliance on contract staff (a cheaper workforce), as

reported by the National Bureau of Statistics (NBS). Staff in the banking industry are especially likely to have health problems caused by stress, which can be very bad for work productivity.

Nevertheless, the majority of studies that have been conducted on the association between emotional mobility and work efficiency in Nigeria have reached contradictory conclusions. Studies like the one carried out by [15] and those carried out by [8; 21–32; 43–44] came to the conclusion that there was no significant relationship between emotional mobility and work efficiency. On the other hand, studies like [27–28], [48] came to the conclusion that there was a positive relationship between emotional intelligence and the performance of employees.

In furthermore, the majority of studies that have been conducted on emotional mobility and employee work efficiency have concentrated their attention on employees working in tertiary educations [18], academic libraries [2], the healthcare sector [44], local government [6], and Dangote Flour Mills [22], in addition to the need to resolve conflicting data regarding the nature of the relationship that exists between emotional mobility and work efficiency of employees in Nigeria, served as the impetus for the conduct of this research.

Objectives of the study. The main goal of this study is to examine the effects of employees' emotional mobility and work productivity on the business sector on the example of the banking industry in Akure, Ondo State, Nigeria. Specifically, the objectives are to:

- explore the relationship between emotional mobility, self-awareness and work efficiency in business on the example of the Nigerian banking sector;
- study the effect of social proficiency on employee performance in Nigeria's banking sector;
- determine the magnitude to which handling emotion affects employee work efficiency in the sector.

The object of the research is the work efficiency of employees on the example of the banking sector. The subject of the research is the influence of emotional mobility on the work performance of employees.

Significance of the Study. The effects of emotional mobility on the banking sector's performance in Nigeria are the focus of this research. The study's findings will have far-reaching implications for bank management and demonstrate the importance of emotional intelligence for staff productivity in business. Some of the issues faced by banking consumers can be traced back to a general lack of emotional intelligence, and this research can help pinpoint those areas.

Since the study will aid bank managers in training their personnel to attend to consumers, it provides ways in which bank employees can assist their customers. The findings of this research will be useful not only to the company that commissioned it, but to businesses across the country. These companies see emotional intelligence as a valuable asset because it makes the workplace a better place for everyone to work.

For this dissertation, a survey method was used as part of a quantitative research method. This research method was chosen because it takes into account both the size of the population sampled and the ways to make sure that the sample is a good representation of the whole. The research is theoretically significant because previous research examiners were unable to conclude that banks should take the initiative to teach self-control to their top executives and managers in order for their employees to keep their emotions in check at work.

The novelty of the research is (1) establishing a positive correlation between work performance and employees' levels of social competence in the Nigerian banking sector based on the survey method and (2) recommendations on improving the work efficiency of employees using this dependence. The distinctive features of this work show that improved self-awareness would

promote morale and attitude, leading to a more satisfied worker who would work harder to help the company achieve its objectives.

The first chapter of the paper examines the background of the study and emotional mobility in the workplace, which is gaining popularity and traction among business leaders.

The second chapter is devoted to the literature review and looks at the theoretical perspective, the idea, history and dimensions of emotional mobility, the development of emotional intelligence, the work efficiency of employees, the Nigerian banking sector, the challenges facing Nigerian financial markets in the twenty-first century, and the role of emotional intelligence in job performance.

In the third chapter, the researcher covers the research methodology. This research made use of a survey as its primary method of data collection. This study used a stratified sampling approach, a type of probability sampling, to select its sample of 186 employees from among those working in the 10 branches that made up the study's sampling element.

Chapter four is devoted to the presentation and examination of the data and information that was gathered through questionnaires that were given out through WhatsApp to the executives and employees of a chosen commercial bank in Akure, Ondo State, Nigeria.

CHAPTER 1

BACKGROUND OF THE STUDY

1.1 The essence of emotional mobility

The idea of emotional mobility or intelligence in the workplace is gaining popularity and traction among business leaders. The idea seems to be emerging as a crucial, if still somewhat unexplored, a component of competency [42; 43]. Emotional mobility (agility) refers to a person's capacity to understand and manage their own emotions as well as the emotions of those around them.

Managers and workers applying emotional agility to their work will benefit from increased self-awareness, better communication, and closer interpersonal connections [32; 33]. Emotional intelligence, which is "people-focused," requires strength in two main areas: one's own abilities and those of one's social circle. A person with high emotional agility will know a lot, have a positive outlook, and act well in both the intrapersonal and interpersonal domains [70].

When it comes to the workplace, "soft talents" are often discussed, but emotional agility is something altogether different. As far as I can tell, it's founded in study. Good managers appear to have realized for some time that it is in their best interest to communicate clearly, treat employees with respect, and set a good example by acting in a professional manner. Obviously, this will be demonstrated by studies that draw connections between subjective experiences and objective data. Though mental processes shouldn't be discarded, they might not be sufficient on their own. It's true that we need both cold, hard facts and gut feelings if we want to succeed in business. In the business world, emotional agility can be put to use in a variety of contexts, including recruitment, training, and organizational growth.

Employees can be coached to improve their social and professional abilities in the workplace through the efforts of their respective organizations [7; 8]. Workers will be more effective in their roles if they develop not only their technical abilities but also their emotional agility. The team's interpersonal abilities can be improved through the practice of emotional intelligence or agility management [63]. The success of a business depends on its employees' ability to perform well in their roles, which requires nurturing their emotional intelligence. It should come as no surprise that studies have shown a correlation between EQ and job performance [68; 69]. If it doesn't change how people actually use their emotions on the job, simply processing emotional intelligence may contribute to greater performance in the service business. In [19] it is found that employees who can control their emotions and do certain things at work may be better able to observe and predict the actions of those around them and make better decisions about their own work.

Until recently, Nigeria's financial sector was dominated by banks with low asset bases and poor international standing. The implementation of information technology having a "dominant catalytic function" in expanding the Nigerian financial industry and making it competitive in the 21st century. Therefore, market players in the banking industry need to come up with new survival strategies in the face of fierce rivalry in the corporate world and the banking market [16]. The rise of emotional agility seems to be pushing many banks and other financial organizations around the world to rush into a more extensive overhaul of their operational structures and methods.

The most prosperous financial institutions of the coming decades will be those who make use of psychological methods to completely revamp their operations. There is a chance that these financial institutions will make swift judgments, respond effectively, and have a good impact on their clients right away [15]. Banks that show their emotions may be on the cusp of a massive transformation. As a result, conventional corporate practices could collapse. So,

the goal of this study is to examine the impact of emotional agility and employee job performance in the Nigerian banking sector.

1.1.1 Problem statement

The ability to properly regulate the emotions of workers appears to be a challenge for managers in the 21st century. Even though previous studies have established a connection between emotional intelligence and performance in the workplace, not much is known about how employees in the banking industry translate their emotional agility into improved work outcomes. This is especially true in the context of the banking industry. Employees in organizations where individuals are continually fearful and insecure run the risk of "becoming numb" to protect themselves from the fear and insecurity they experience [15; 16]. The lack of excitement shown by front-line workers, the black faces of substaff, and the very nasty ways in which management and employees regard each other are all evident indicators of these things.

It is difficult for a person to respond sympathetically and empathically towards other people since the strategy that allows them to survive in an emotionally devastating environment also makes it challenging for them to do so for themselves. It appears that certain employees in the banking profession are not socially conscious of the feelings and concerns that other people have. They are unaware of what is expected of them in the structure of society and how they ought to conduct themselves in order to conform to those expectations.

Working well with others appears to be a crucial competence, especially in the workplace, where connection with others is inevitable. Most people who work in banks are not very good at interacting with others. They can't imagine themselves in the shoes of others, which can lead to poor decisions.

Most workers don't appear to realize that companies need workers with social competence since those workers can understand the group dynamics and organizational culture. They are unable to foster an understanding of the

organization that would facilitate networking and coalition building, thereby allowing them to exert influence regardless of their position in the organization [30]. Regardless of industry, size, or technological focus, companies of all stripes struggle to keep their best people. Human resources and employees are often overlooked, but they are a company's greatest asset and can determine its rise or fall.

1.1.2 Research questions

This research is focused on the questions listed below.

1) What effect does self-control have on the performance of employees in the Nigerian banking sector?

2) Is there a correlation between self-awareness and productivity in Nigerian banks?

3) How do employees' social abilities impact their productivity in Nigeria's banking sector?

4) When it comes to the Nigerian financial sector, how much of an impact does leaders' ability to control their emotions have on the productivity of their staff?

1.1.3 Research hypotheses

H01: Employees' lack of self-control has little bearing on their performance in Nigeria's banking sector.

H02: In the Nigerian banking industry, an individual's level of self-awareness has little impact on his or her performance on the job.

H03: In the Nigerian banking industry, there is no correlation between social competence and job performance.

H04: In Nigeria's banking industry, leaders' ability to keep their emotions in check doesn't help employees do their jobs better.

1.2 Focus of the study

The focus of the study is the city of Akure in the Akure South Local Government Area of Ondo State, which is explained in detail in Section 1.2.1.

1.2.1 Scope of the study

The effects of emotional intelligence on the banking industry's performance in Nigeria are examined. Some banks in Akure, Ondo State, and Akure South Local Government Area are included. Since the researcher lives outside of Nigeria and can have access to the employees of the banks, the banks in Akure were picked; the researcher's elder brother works at one of the banks there, therefore the researcher will be able to collect all the information needed for this study through his link.

Due to the large number of both indigenous and non-indigenous residents in the area and the proximity of the state capital of Akure, the research is confined to the city of Akure in the Akure South Local Government Area of Ondo State.

The researcher didn't look into any other possibilities. Only bank personnel and upper-level management were included in the sample. Only self-restraint, self-awareness, social competence, and emotion management are used as accepted measures of EQ. It was hoped that these signs would make it easy to measure emotional intelligence among the staff and management of the selected banks.

1.2.2 Definition of terms work efficiency and emotional mobility

The researcher defined some words as they relate to the study to help readers get a better grasp on the terminology used throughout.

Emotion: The aspect of a person's personality that is concerned with their feelings.

Mobility: The capacity or propensity to transition from one situation or circumstance to another, typically a more favourable one.

Intelligence: Intelligence is the ability to solve difficult problems or make decisions that are good for the actor. It is a trait that has developed in lifeforms as they have tried to adapt to different situations to make sure their own survival and the survival of their offspring.

Agility: Nimbleness, dexterity, and the ability to play with increasing quickness are all qualities associated with agility.

Efficiency: When performing a task or generating a desired outcome, efficiency refers to the typically quantitative capacity to minimise the waste of resources, including time, money, effort, and other forms of input. In a broader sense, it refers to the capability of carrying out tasks in an effective, fruitful, and efficient manner.

Emotional Intelligence: This has to do with being able to recognize and control your own emotions and the emotions of others.

Employees: These are individuals who are employed by UBA and receive compensation for their services.

Performance: This is the effect or influence of activities carried out by people over the course of a specified amount of time.

Self-awareness: This means having a profound comprehension of one's own feelings, as well as one's own values, strengths, and shortcomings, and the reasons behind one's actions. It acknowledges the significance of a person's personal feelings and how those feelings influence their performance.

Social awareness: Empathy is having knowledge of and sensitivity to the emotions, thoughts, and circumstances of others. These are the primary components of this trait. It means that a person should understand what is socially acceptable from them in society and how they should act in order to be socially acceptable.

Self-Management: This reflects how well we are able to regulate or redirect the impulses and resources that come from within ourselves.

Managing emotion: This requires the ability to regulate the emotions of others.

CHAPTER 2

LITERATURE REVIEW

This chapter considers the theoretical perspective, the idea of emotional mobility or intelligence, the history of emotional intelligence, the dimensions of emotional intelligence, the development of emotional intelligence, the performance of employees, the Nigerian banking sector, the challenges facing Nigerian financial markets in the twenty-first century, the role of emotional intelligence in job performance, and more.

2.1 Perception of emotional mobility

The capacity to recognize and manage one's own emotions as well as those of others is a key component of what is known as "emotional intelligence," which helps foster healthier relationships. Emotional intelligence, includes qualities like self-awareness and motivation, anger management skills, intuitive judgment, and the ability to read and respond to the feelings of others [18]. These skills necessitated the possession of substantial value systems [44; 45]. Emotional intelligence is comprised mostly of theoretical frameworks, practical abilities, and theoretical and cognitive understandings of how to respond to various situations.

The term "emotional intelligence" the capacity to monitor one's own and other people's moods and emotions [9]. Framework consisting of four skills: perception, integration, comprehension, and emotional regulation. Having high levels of emotional intelligence means being able to effectively manage yourself and interact with others in professional and personal contexts. EQ includes traits such as empathy, inspiration, and integrity. Some business schools teach emotional skills as part of their curriculum, and many companies use the idea in staff development programs [69; 70].

2.1.1 History of emotional intelligence

During the time of the intelligence testing movement, Professor E.L. Thorndike defined "social intelligence" as "the ability to comprehend and control men and women, boys and girls, to act prudently in human relations" in 1920. This theory laid the groundwork for the modern understanding of emotional intelligence. Later, in 1940, researchers under the notion of intelligence quotient (IQ), which had traditionally defined emotional intelligence, described two categories of intelligence: "intellective" and "non-intellective" [35; 36]. Non-intellective intelligence was characterized as social and emotional abilities, while intellectual intelligence was regarded as a collection of abilities [66]. The non-intellective intelligence was then identified as emotional and connective abilities, which were found to be associated with a person's outlook, conduct, and reluctance to change.

Thorndike and Wechsler's studies from the 1920s and 1940s were largely disregarded until Howard Gardner's "multiple intelligence" theory was proposed in 1983. In this theory, Gardner identified seven distinct types of intelligence, including acuity in mathematics, kinesthetics, spatial awareness, music aptitude, and language skills. In the same year, 1983, Gardner also discussed his notion of interpersonal intelligence, which he defined as a person's empathetic nature [11].

It was also referred to as the ability to consider and accept the feelings of others, which is essential for fostering better communication and mutual understanding in everyday life and the workplace. The concept of "emotional intelligence" eventually emerged as a useful term.

The use of "emotional intelligence" in place of "emotional intelligence," the term has spread widely. "An ability to perceive emotions and their relationships and reason about them in order to solve problems" was how they defined E.I. Back in those days, people were starting to pay more attention to the idea of emotional intelligence [27; 28].

Characteristics of an EQ that is well-rounded. The "people-focus" of emotional intelligence necessitates a foundation of competence in two primary areas.

Knowing oneself intimately, including one's likes and dislikes, priorities, and values, and being able to accurately read other people's reactions and use that information to make good decisions is called emotional intelligence [57; 58]. Self-awareness, is the realization of the significance of one's own emotions and the ways in which they impact one's strengths and limitations [38].

The ability to think positively, have faith in oneself, overcome fear of failure and take calculated risks, be assertive without being confrontational, focus on one's goals, and accept and learn from one's failures, one's level of self-confidence was an even more significant predictor of performance than one's actual talent [21; 22].

Researchers followed the lives of over a thousand high-IQ men and women from childhood to retirement and found that those who showed early signs of self-confidence went on to have the most fulfilling professional lives overall [1; 2]. One of the most notable effects of high EI, is increased assurance in one's own abilities. It's a necessary step in making good use of delegation [27]. Managers who have faith in themselves may do their jobs without hesitation and make quick, sound decisions.

Self-Control. Control over oneself is a major factor in determining one's level of intelligence. There could be a wide range of opinions and reactions to the same goal. In order to take appropriate action given the circumstances, it is necessary to exercise self-control over one's emotions [38]. Emotionally self-controlled people are able to handle stress effectively, rein in emotional moods or outbursts without losing their heads, demonstrate competence, and strike a healthy balance between rational and emotional considerations [55; 56]. Those

in managerial roles need to know how to rein in their feelings, channel them into productive strategies, and keep their cool under pressure.

Social Dimension of Emotional Intelligence. The remaining three components of emotional intelligence concern our interactions with and knowledge of other people.

1. Empathy: The ability to interpret and recognize emotions and so understand the reality in them is called empathy, and it is a subset of social awareness along with organizational awareness [35; 36]. This project focuses on the banking industry, and a manager's primary responsibility is to establish a rapport of empathy with their clientele by referring to the manager's service orientation. The heart of service orientation is showing empathy for customers and their often-unspoken needs before meeting those demands with the right product or service. Empathy is the capacity to understand and be understood by others, to listen attentively, and to pick up on nonverbal signs [29].

1. Empathy is a good indicator of how well you interact with others, whether in a social setting or at work. In order to fully demonstrate social awareness, one must be able to sense the emotions and expectations of others and then act accordingly [27]. The capacity for empathy is a crucial indicator of social maturity [11]. Empathy skills help us manage a more diverse workforce without sacrificing productivity [15]. Exceptional performers use their service skills in a way that shows empathy to set themselves apart from average ones.

2. Motivation: motivation is the dynamics of human behavior that result from having our wants, needs, and goals all in sync. It's what motivates businesses to succeed and what motivates customers to support those businesses [10]. Motivation means taking action on our own, keeping a positive attitude, being creative, getting other people motivated, and finishing something we believe in and are committed to.

3. Social Competency: integrity, positive relationships, and willingness to compromise on shared values are model to show the six components of emotional intelligence [17; 18].

Figure 2.1 illustrates how the aforementioned model's individual and societal elements overlap to a certain extent (for example, we gain knowledge about ourselves and our outlook through our interactions with others).

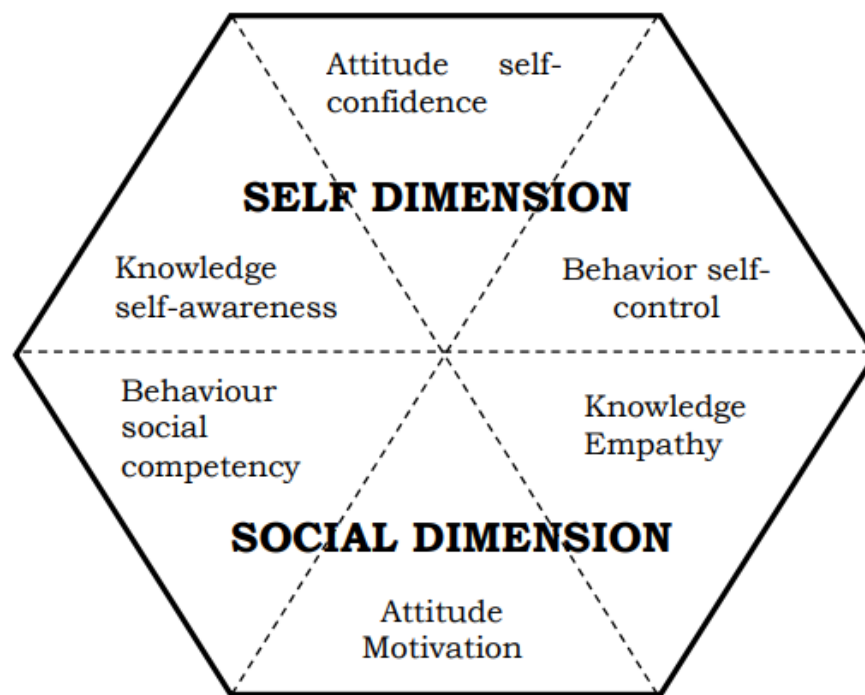


Figure 2.1 - Six facets in emotional intelligence

Source: [6]

Because of the seamless nature of our knowledge, attitude, and behaviour, the model's lines are shattered to emphasise the porousness of the boundaries between the aspects.

2.1.2 Development of emotional intelligence

Do people come into the world with emotional intelligence (EI) or does EI develop through time? Or, perhaps, he'll get it sometime in his lifetime. Now that we know how essential EI is to productivity and career success, we can ask how to best foster its cultivation in the workplace. The study [16]

argues that one's EQ can be honed and improved through practice and training. The notion of emotional intelligence has been the subject of fewer studies and articles than its cultivation [29]. They discovered the formative significance of early education and experience in shaping emotional maturity.

Even though a person's EQ was largely formed in childhood, it was malleable and could be improved upon throughout life [11]. The first step in improving a person's emotional intelligence is determining where that person's strengths and shortcomings lie. The following five skills can be used to improve emotional intelligence [43; 44]:

1. Capability to immediately relieve stress.
2. Being conscious of and in command of your emotions.
3. The ability to establish relationships with others through nonverbal communication.
4. The capacity to respond to difficult situations and difficult people with humor and play.
5. The ability to confidently and constructively resolve disagreements.

If you put in the time and effort to cultivate these five areas, you should see an increase in your emotional intelligence. Knowing the steps won't necessarily mean you'll use them in real life, but putting them into practice can help you conquer anxiety and doubt.

Employees' performance. An individual's performance is the result of their actions over a specified time frame. Employee performance management is essential for reaching objectives. Employee competency evaluations and productivity measurements are crucial to the organization's success [46]. Production pacing is essential, but it's impossible without some way to gauge an employee's true potential and actual performance. The effectiveness of an organization depends critically on the efforts of its employees. Increased productivity from each worker has far-reaching consequences, chief among them a unified front in terms of output quality and dedication to the job [16].

The relationship between supervisor input, task identity, and performance is critical [19]. Job performance was favourably impacted by supervisory association development. Emotional competence, an "acquired capability based on emotional intelligence," is just as crucial as IQ for achieving exemplary results [33].

The application of emotional intelligence in the workplace is a topic that has piqued the interest of business leaders. Emotional intelligence inside a business is a strong indicator of that firm's success.

High-performing managers possess far greater emotional competencies than their less successful counterparts. The concept of "emotional intelligence" has gained traction in the business world [16]. Evidence suggests that employees who are able to recognise and manage their emotions perform better. People who are secure in their own abilities tend to believe that they are more effective at their job. EI may be the single most important predictor of success across all organisational tiers [11].

Managers' success is tied to their capacity for self-awareness and empathy, as well as their ability to form positive relationships with others. The commercial sector benefits financially from hiring people with higher levels of emotional intelligence and educating current employees to be more emotionally intelligent. Improving team cohesion is a direct result of employing EQ skills [18]. Financial institutions need high levels of EQ because they are in a prime position to interact with clients and staff alike. Organizations value leaders for their abilities to inspire and direct their staff.

Emotional intelligence consists of a wide range of social and emotional skills that affect one's ability to effectively deal with one's surroundings. Is credited as being the "father of emotional intelligence" in the workplace. Competence in handling emotions pertains to our social interactions. crucial interpersonal abilities are part of the set of competences for controlling

emotions. Successful sales managers share a common trait: they are adept at nurturing the growth of their team members [62].

Extremely effective leaders exude a high degree of positive energy that permeates the entire organization. They are able to perceive the need for change, eliminate barriers, question the status quo, and mobilise others in the pursuit of new projects. The capability of a leader to catalyze change results in increased efforts and improved performance from subordinates [17].

2.2 The Nigerian banking sector

Nigeria's banking sector has expanded significantly in recent years, despite the worldwide financial crisis [22]. During this time, foreign banks such as the African Banking Corporation, which later became the Standard Bank and the First Bank of Nigeria, the Colonial Bank, which later became the Barclays Bank and the Union Bank of today, and the British and French Bank, which later became the United Bank of Africa, held a virtual monopoly on the banking industry [21]. Due to the banks' alleged bias against Nigerians, local banks sprang up, but they were unable to compete with the multinationals due to their limited resources and inexperienced leadership. The end result was that only three succeeded out of the whole group.

The second period started in 1952 with the passing of the Nigerian Banking Ordinance, which established some banking regulations. Even more indigenous banks sprang up in response to the booming economy between 1952 and 1958, only to fail due to the lack of oversight provided by the 1952 Ordinance [27]. This time period is known as the "first banking boom era" because of this. Some have suggested that the monopolistic behavior of foreign banks that had gained the exclusive patronage of British firms contributed to the financial collapses of the time.

Subsequently, the period of banking regulation, officially beginning in 1959 and ending in 1986, was marked by the passage of the Central Bank of Nigeria (CBN) Act of 1959. In order to advance and integrate the Nigerian financial system, the CBN was given the authority to do so by this Act. As a result, the CBN was able to implement effective regulatory measures following the first banking boom, reducing the number of bank failures [69]. Furthermore, the Act provided a significant incentive for the growth of the country's money and capital markets.

As a result of the improved environment, a slew of new commercial banks opened across the country. Accordingly, the number of commercial banks rose from 12 in 1959 to 17 by 1962, with eight new institutions opening their doors in those two years alone [70]. In order to legally conduct business in Nigeria, foreign banks were required by the 1968 Companies Act to establish local branches.

Also, banking's massive share of the service economy belies the sector's surprisingly steady expansion from 1999 until now. On the other hand, since the global credit crisis of 2008, banks have been cutting employees left and right due to slowing operations [39; 40]. Stressful life events, such as the loss of a high-paying job, can cause mental health issues in workers, including anger, depression, and anxiety, all of which can dampen productivity in the banking industry.

2.2.1 Challenges for the Nigerian financial markets in the twenty-first century

Small banks with limited assets had dominated Nigeria's financial sector until recently, when it became apparent that the development of information technology would play a dominant catalytic role in expanding the Nigerian financial market in order to make it competitive in the 21st century. As a result of this intense level of competition, businesses operating in the market need to explore novel avenues of success.

Information technology would play a dominant catalytic role in expanding the Nigerian financial market in order to make it competitive in the 21st century. As a result of this intense level of competition, businesses operating in the market need to explore novel avenues of success (1). The rapid development of information technology has accelerated the worldwide need for financial institutions to undergo a more fundamental overhaul of their operational models and infrastructure [57].

In a similar vein, [68] predicted that in the coming decades, the most prosperous businesses would be those that used computer technology to completely revamp their internal procedures. These businesses will make decisions rapidly, act in a timely manner, and make a positive personal connection with their clients. By embracing digital transformation, businesses will be able to ride the crest of the wave of change. That means throwing out the old ways of doing business.

Today marks the beginning of a brand-new technological revolution. Control of information, rather than physical resources, has become a source of competition and conflict among nations and industries. E-platforms are all the rage now; they enable businesses to provide financial services to a wide range of customers instantly and without regard to factors like location or time zone. If you want to attract and keep a lot of customers, you need to foster an atmosphere that values them and consistently provides excellent service [57; 58].

That's why it's more important than ever to strengthen the banking industry and make necessary institutional adjustments to the transmission mechanism and other areas of banking operations to guarantee their efficiency. It's true that people are an organization's most valuable asset. This highlights the need for management to invest sufficiently in the human component. When comparing different banks, the quality of their human resources is the single most important differentiating factor. Despite the fact that machines and

cutting-edge technology can make it easier to access data and complete transactions, [5] argues that only human beings can establish trust with clients and customers through their originality, empathy, and reliability [14]. To help them weather the storm of technological change, workers need to strengthen their emotional intelligence. No matter how smart or fast a computer is, it can't give itself more information, and it certainly can't grin or shake hands warmly [19].

2.2.2 A review of the regulatory practices in Nigerian banking

Each year, the CBN distributes a set of credit policy guidelines on behalf of the Federal Government of Nigeria to the nation's banks and other financial institutions (such as insurance companies). Twenty-four of these policy circulars were published by 1990. The first part of each set of credit guidelines—also known as monetary policy circulars—consists of a review of the economy's performance over the previous year [22]. This is done so that the new government's appropriate recommendations can be better understood in light of the proposed goals and targets.

Following this, the guidelines detail the composition of merchant and/or commercial bank assets, set aggregate credit ceilings for commercial and merchant banks for the fiscal year at hand, and specify the breakdown of loans and advances by sector. Policy details for lending to locals and rural areas, bank capital, and reserve needs are also included in the circular [23].

The monetary policy circular also includes the interest rate policy to be implemented throughout the year, as well as deadlines and milestones for the submission of required monetary and financial statistics by banks to the CBN and the penalties prescribed for noncompliance. The level of granularity at which credit is allocated across different industries is one criterion for categorizing regulatory practices [32]. We propose that the degree of control and regulation increases as the level of disaggregation of credit distribution

across sectors increases. This is because, in these conditions, bank employees typically have less leeway to act freely and flexibly.

2.3 Work efficiency and role of emotional mobility

Interpersonal communication skills are essential in organizational contexts. The majority of these exchanges are directly tied to the execution of assigned tasks. At least these four metrics should be used to judge how well a team is doing [56]:

- 1) The quality of a group's experience is measured by how much positive impact it has on the members' sense of well-being and development as individuals.
- 2) A group's results as determined by a set of objectives, measurable, and measurable performance criteria such as the number of errors, waste ratio, or, in this case, the proportion of technically accomplished activities that adhere to health and safety regulations;
- 3) Team survivability, or the capacity of the group to carry out its mission; and
- 4) The legitimacy of a team is tied to how well it is regarded by those not directly involved with it in terms of its performance (managers, clients, suppliers, etc.).

Emotions can modulate cognition by encouraging distinct patterns of data processing [5]. Positive emotions, for instance, encourage heuristic processing [10], which could be helpful for activities requiring both creativity and short-term memory [31]. Having a bad mood can help you think more thoroughly and perform better on spatial tasks. When feelings and thoughts are combined, it's possible to improve performance in a number of areas.

The relationship between innate emotional intelligence and performance on emotion perception tests was investigated by [4]. With the help of the inspection time (IT) paradigm, we tested how quickly people could recognize different facial expressions. Twenty-three nursing teams were studied by [16] to determine the correlation between EI, performance, and team cohesion.

The findings suggested that emotional intelligence could be a promising new strategy for improving nursing teams' communication and the quality of care offered to patients. Emotional intelligence has been postulated by psychologists as a significant predictor of critical organizational outcomes such as work satisfaction [21; 25], investigated the role of personality in influencing job satisfaction and discovered that it is moderated by both positive and negative affective workplace experiences.

The results showed that both positive and negative affect at work substantially moderate the connection between EQ and job satisfaction, with the former being more consequential. Ability-based aspects of emotional intelligence were analyzed by [38; 45] in connection to how well people performed under pressure. While they hypothesized that high EI would encourage challenge appraisals and improved performance, they discovered that low EI would encourage threat appraisals and underachievement.

The authors of [10] looked into how the emotional intelligence of salespeople impacts their ability to be flexible in their sales tactics and positive in their expressions of emotion while interacting with clients.

Increases in salespeople's EI are associated with more successful adaptive selling and more positive emotional expression, as seen by the study's findings. He discovered that employees with high levels of positive EI in the workplace tend to be more successful salespeople overall. The characteristics of faculty members' social abilities were shown to have a substantial correlation with their overall academic success in Iran by researchers [41]. This result demonstrates why EI is so crucial in the classroom. Studies have shown that positive emotions like excitement and enthusiasm can inspire workers to go above and beyond in their service to customers, completion of tasks, and overall contribution to the business. The ability to focus on work could be improved by experiencing negative emotions, such as worry [19]. Workers who score high on the EI scale are more likely to be able to control

their own emotions and those of those around them, leading to more positive interactions and, potentially, more performance-boosting organizational citizenship behaviors.

2.3.1 The importance of emotional intelligence

According to the aforementioned research, higher levels of EI have been linked to greater levels of self-assurance, focus, and professional achievement. They are healthier, more influential, and more effective leaders who can inspire and motivate their teams [13]. Businesses routinely seek candidates who combine exceptional intellect with extensive experience. Extremely high levels of performance and IQ help businesses succeed and achieve their objectives.

The unseen aspects of a person's character that can have a major impact on their performance are left in the dark throughout this type of hiring process. Evidence suggests that EI can increase team effectiveness and production by fostering accountability, loyalty, and trust among workers [16]. One of the most reliable predictors of professional success is a person's emotional intelligence.

According to [13], IQ only accounts for 20% of a person's performance at work, whereas EQ makes up the remaining 80%. (EI). Leaders and managers have a crucial role in shaping the future of any organization, be it a country or a business, making it necessary to invest in their professional growth and continuous learning. Once again, [14] emphasized the importance of emotional intelligence in achieving better results. The connection between a person's emotional intelligence and how well they do at work was also brought up.

2.3.2 Importance of emotional intelligence in workplace

As social beings, we have the freedom to show our true selves and grow as individuals in the company of others. Participating in social activities, such as holding down a job or a role in an organization and interacting with others, can help individuals hone their emotional intelligence and identify areas for

improvement. Trial and error mentioned in [12], can help people improve their performance in social and interactive contexts. These days, interpersonal skills are just as important as experience, education, and training when it comes to getting ahead in the workplace. In fact, these days, people are judged not just on how well they get along with others but on how well they get along with everyone they come into contact with [18].

2.3.3 Understanding emotional intelligence and its role in the success

There is more to the mind than the heart when it comes to feeling emotions. They have been shown by recent authors to be the result of biochemical processes in the brain. Science, psychology, management, medicine, and even evolution all point to these same findings. Feelings that originate in the brain might be experienced anywhere from the stomach to the chest to the back of the neck [48; 55]. The ability to recognize and respond appropriately to these feelings is crucial for guiding our decision-making and eliciting behavior.

Most scientists think that the limbic system - composed of the amygdala, the hippocampus, and other structures in the midbrain - serves as the brain's emotional control center. The limbic system acts as a memory bank, archiving all of our life's impressions and memories from the time of birth, long before we develop the language and higher-order cognitive skills necessary to articulate them [64; 69].

These recollections gain significance and context from one's extensive emotional and sensory memory bank. The paper [14] explains that electrical impulses are carried to the brain by neurons. Scientists only realized in the 1970s that our bodies have their own chemical mechanism for communicating. Bodies are the fundamental chemical units of this system. Substances with such a high threshold for information are hypothesized to be the chemical substrates of emotion, which in turn create impressionable memories that

persist throughout our lives [45]. Our brains send out chemicals called peptides, which are responsible for how our bodies "feel" different emotions.

2.3.4 Conceptual framework of emotional mobility and work efficiency

Figure 2.2 shows the relationship between emotional intelligence (self-control, self-awareness, social competence, and being able to control your emotions) and employee performance.

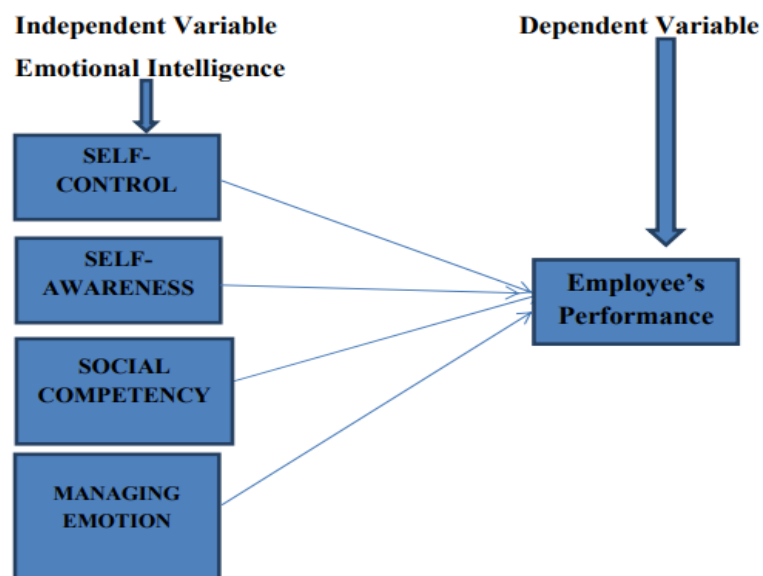


Figure 2.2 - Perception of emotional intelligence

Source: researcher's conceptualization

Conceptual framework shows how the personal and societal components of the aforementioned model are intertwined (for example, we gain knowledge about ourselves and our outlook through our interactions with others). This model's lines are broken to highlight the porous boundaries between the different aspects because of the seamless nature of our knowledge, attitude, and behaviour.

2.4 Empirical studies related to the research topic

Sources [42; 67] researched the relationship between emotional intelligence at work and financial performance in the Nigerian banking sector. The researchers in this study set out to analyze how organizational EI relates to ROI in Nigerian financial institutions. There were four hypotheses tested and four research questions formulated to direct the study. A questionnaire was used for the research.

A total of two hundred and ten South-South bank managers were selected randomly from the population of bank managers in the country. In-depth interviews and questionnaires were used to collect the data in the cities with the highest concentrations of financial institutions.

Experts in the field checked over the gadget and gave it their stamp of approval. By employing the Cronbach alpha approach, we were able to discover that the instrument was very reliable, with a correlation coefficient of 0.7 being calculated. The research questions were answered using a frequency count, and the hypotheses were tested using Pearson's moment correlation at the 0.05 level of significance.

Three out of the four emotional intelligence competencies were found to have a substantial relationship with ROI: self-awareness, self-management, and emotion management. These results were confirmed by the interview data. Taking into account the findings, it is safe to say that ROI is affected by an organization's emotional intelligence. According to the results, companies would benefit from investing in their employees by teaching them the skills of emotional intelligence in the workplace. [15] looked at the prevalence of EQ among bankers in Nigeria's southwest.

The research was conducted to learn more about the connection between bankers' emotional intelligence and their productivity. A total of four research

questions and four core hypotheses served as the basis for this investigation. Bankers in the Nigerian states of Ogun, Osun, Oyo, and Lagos were the subjects of design research. The banks were chosen at random, and the bank employees volunteered to take part in the study.

These financial institutions were chosen to represent the states of Oyo, Lagos, Ogun, and Osun: GT Bank, Zenith Bank, Access Bank, Diamond Bank, United Bank for Africa (UBA), ECO Bank, First Bank, and Union Bank. A total of 219 employees from the aforementioned financial institutions made up the sample. Workers on contract and the permanent staff were included in the sample.

The characteristic emotional intelligence measures were employed as the measuring tool. The study's authors secured approval from the banks' upper echelons before administering and collecting data from psychological batteries on a sample of bank employees from a cross-section of institutions. The information was evaluated using regression and tested at the 5% level of significance. All of the study's emotional intelligence subscales were found to have a positive correlation with worker output. Using a sample of 100 respondents from a friction network. [66] Looked at the correlation between emotional intelligence (defined as "self-awareness," "self-management," "regulation," and "use") and work performance.

The primary goal of this research was to establish the degree to which one facet of emotional intelligence is linked to occupational success. The study's data collection procedure consisted of a pilot study and the main study itself. Isaac and Michael's (1981) sample size chart was used to make this determination. The skewness and kurtosis tests were used to ensure that the data was normal. The analyses of the reliability of the instrument (Cronbach's alpha) and the correlations between the variables (Person's product moment correlation (r)) showed a very strong link between the emotional intelligence subscale and job success.

Employee openness to new experiences was found to be a moderating factor in the relationship between leader emotional intelligence and employee organizational commitment in a study conducted by [20]. Structured questionnaires were sent out to 370 workers at 13 different banks in Ho Chi Minh City, Vietnam, and their responses were used to compile the data. Concentration was the method of investigation. Regression analysis was used to check the validity of the hypotheses.

All measures of emotional intelligence displayed by leaders were found to have a favorable correlation with employees' dedication to the company. In addition, the data showed that leaders' self-motivation, self-esteem, self-management, change resilience, interpersonal relationships, and the integration of brain and heart all played a role in shaping employees' commitment to the organization. It was said that if managers were more sensitive to their employees' feelings and open to new experiences, they could better implement changes in their organizations and increase employee commitment.

Emotional mobility was studied by [17], who looked at its connections to other competencies (academic achievement, life satisfaction, anxiety, problem-solving, and coping ability). Most of the 246 participants were freshmen at an Australian university. The participants took three validated and widely-used emotional intelligence tests that were adapted for use with an Australian population.

Based on their research, they concluded that there was no statistically significant link between emotional intelligence and academic performance. [34] used both self-report and capacity measures of emotional intelligence to evaluate the relation between study habits and academic achievement in college students, as evaluated by grade point average. No matter the assessment method, the findings indicated that EQ did not significantly predict scholastic performance.

To investigate the connection between workers' emotional development and job pressure, the author of [37] examined the textile industry in Spain. He used test-retest reliability testing and correlation analysis for the study. He concluded that an individual's level of emotional maturity significantly affects how they handle stressful work situations, and he argued that this should be taken into account by hiring institutions. The effects of EI on productivity on the job in Malaysia were studied by [53]. Certain factories were chosen at random for the research.

From a total of 187 people, we were able to draw a representative sample of 108. In order to collect this information, a questionnaire was distributed; then, using the correlation coefficient, hypotheses were developed and put to the test. According to the results, EI is a major factor in determining the frequency of both interpersonal and organizational conflicts within an organization.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Description of the research methodology

This is an important chapter because credibility and reliable, evidence-based results are guaranteed by a well-thought-out research methodology. In addition, the plan's specifics aid in keeping researchers on track, resulting in a more efficient, less stressful, and more manageable overall procedure [45]. In order to gather information for this study, a survey was used.

This method was selected for the research because it considers both the size of the population sampled and the methods for ensuring that the sample is representative of the whole. The primary purpose of this research is to determine whether or not there is a connection between emotional agility and job performance in the Nigerian banking sector. The procedures used to complete the research are detailed here. Hence, the following methods were used in the research:

3.1.1 Research design

This research made use of a survey as its primary method of data collection. This approach was chosen for the study because it takes into account both the sample size of the population and the means by which to guarantee that the sample adequately represents the population as a whole. Its descriptive nature makes it a viable tool for producing novel facts and conducting natural experiments without deliberately manipulating the variable under study.

The adoption of a wide range of data and information-gathering tools is facilitated by the descriptive survey design, which provides the foundation for extrapolating the study's conclusions. Information generation from sample objects necessitates this approach [49]. Last but not least, the selected survey

methodology is the most appropriate for this study because it focuses on observation rather than manipulation or control of the sample objects.

3.1.2 Population studied in the research

The individuals who make up the study population are high-level and middle-level bank personnel from several Akure financial institutions (Table 3.1) [34; 62].

Table 3.1 - The studied banks and their workforce

BANKS	NO OF EMPLOYEES
1 First bank	42
2 FCMB	30
3 Access Bank	35
4 EcoBank	35
5 Fidelity Bank	30
6 Zenith Bank	43
7 GTB	30
8 Union Bank	32
9 Skye Bank	25
10 UBA	46
TOTAL	348

Source: [21; 22; 23; 45]

In order to provide this work with the legitimacy and grounding in the actual world that it necessitates, evidence for it will be gathered from the personnel of the banks that have been identified above on the research topic: the impact of emotional agility and employee job performance in the Nigerian banking sector.

3.1.3 Sample size

From the whole population, 186 bank employees were randomly picked using Taro Yamen's method [45]. The mathematical example of the Taro Yamane approach is shown below:

$$n = \frac{N}{1 + N(e)^2},$$

where **n** is the number of people in the sample, then **N** represents the size of the population being studied, and **e** is the margin of error (it could be 0.10, 0.05, or 0.01). By way of example, the researcher will use the aforementioned method to calculate the size of the sample to be taken from the total population that will comprise this study:

$$\begin{aligned} n &= \frac{N}{1 + N(e)^2} \\ n &= \frac{348}{1 + 348(0.05)^2} \\ n &= \frac{348}{1.87} \\ n &= 186 \end{aligned}$$

Where: n = The Sample size

N = The population of study

e = level of significance (0.05)

3.1.4 Sampling technique

This study used a stratified sampling approach, a type of probability sampling, to select its sample of 186 employees from among those working in the 10 branches that made up the study's sampling element. This approach was taken because the 10 branches themselves form a stratum, with each bank constituting a separate stratum. The study involved testing hypotheses with inferential statistics, provides a means by which the degree of error can be estimated [45; 49]. SRS is most effective when you have an accurate and easily accessible sampling frame that lists the entire population, and it works even better when you have more than a few hundred people to sample from [21; 22; 45].

3.1.5 Research instrument of the study

In this investigation, a questionnaire was used to gather information. A questionnaire is a tool for collecting information from respondents that can be used to solve research problems. Questions A and B were separated on the questionnaire [45; 49]. The profile questions are in Section A, while the examination of other research data is in Section B. Each item in the survey has a five-point Likert scale ranging from "strongly disagree" (answer 1) to "strongly agree" (answer 5). This method is ideal for collecting subjects' opinions on objects, making it a good fit for the study at hand [49]. A total of 210 questionnaires were sent out using either WhatsApp or Google Form, depending on network connectivity on the day of execution.

3.2 Validation of the research instrument

3.2.1 Validity and reliability test

Research validity refers to the reliability of a measurement tool, or how well it delivers the results it promises. Dependability is another word for reliability, which means how consistent something is. Validity is concerned with the instrument's capacity to measure what it is intended to measure, while reliability refers to the consistency with which your data-gathering techniques or analysis procedures produce those results [49]. Testing for content validity was performed to make sure the questions on the survey made sense and were relevant to the research goal. The researcher consults with his superior(s) and other marketing and research experts for feedback in order to gauge the questionnaire's validity. Cronbach's alpha (CA)-based tests will be employed to measure the model's dependability. An estimate of the indicator's intercorrelations can be found using Cronbach's alpha (Table 3.2).

Table 3.2 – Test of reliability [49]

Measured variable	Cronbach Alpha	No of Items
self-control	.871	5
Self-awareness	.799	5
social competence	.832	5
managing emotion	.825	5
employee's performance	.775	5

Source: SPSS Version 17 output (computed by the researcher based on the survey data)

When researchers discuss the reliability of research, they are referring to the reproducibility of results. It's a good sign that the research methods are dependable and not impacted by outside circumstances if they consistently yield the same findings. Cronbach's alpha can be considered acceptable if it falls between 0.775 and 0.871, well above the minimum threshold of 0.7, according to Table 3.2 [49].

3.2.2 Data collection methods

The questionnaire, which will be handed out to respondents through WhatsApp and function as a source of primary data, was the tool that was utilized in order to collect data and information for the study. As part of the data collection process, business journals, newspapers, daily newspapers, and magazines were checked out from the library. These were called secondary sources.

3.2.3 Method of data analysis

Correlation and regression analysis were used to examine the gathered data. All studies rely on data analysis as their backbone [45]. Data analysis is the process of making sense out of data through the application of statistical

methods and tools. The purpose of the statistical analysis of the data in this study was to help the researcher make sense of the data and draw findings that are supported by the evidence and lead to sound decisions [49]. In this investigation, data were analyzed using statistical methods.

The correlation among two or more factors can be demonstrated by using regression analysis, a statistical tool [57]. The method compares a dependent variable with two or more independent ones, as shown in Figure 3.1 below.

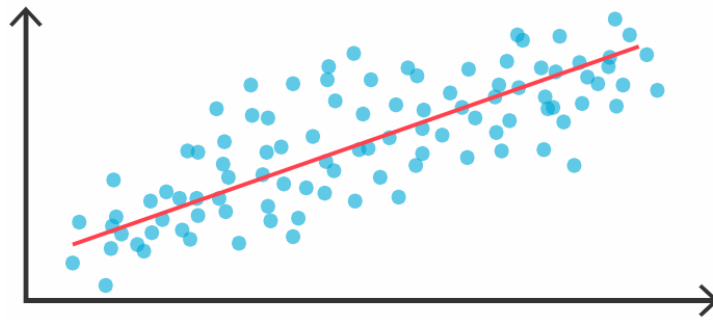


Figure 3.1 – Regression analysis of the research methodology

Source: [62]

Furthermore, to determine the nature of the connection between emotional intelligence and worker performance in the Nigerian banking business, researchers used a variety of statistical methods, including, but not limited to, descriptive statistics, relative frequency, correlation, and regression analysis. SPSS, the Statistical Package for the Social Sciences, version 17 was used for all analyses [57].

The study's goal of illuminating the effect of EQ on productivity in Nigeria's banking sector in Akure, Ondo State, called for the use of regression and correlation analysis tests. Correlation can be used to show a link between two variables, but regression is more useful for making predictions because it can also show how close the two variables are related [45].

CHAPTER 4

RESULTS AND DISCUSSION

4.1 Analysis of questionnaire

This section is devoted to the presentation and examination of the data and information gathered through questionnaires that were given out through WhatsApp to the executives and employees of a chosen commercial bank in Akure, Ondo State, Nigeria.

The data that is going to be given and analysed in this study is going to be split up into three different parts: the first part is going to be a descriptive analysis of the respondents' profiles, and it is going to attach percentage weightings to those descriptions. The second step is to determine whether or not there is a correlation or regression between the study questions and the variables that are relevant to each topic. The assessment of hypotheses that were developed for the purpose of the study is the third step.

The analysis found that 190 of the 210 expected responses were received. Using the learnability principle, which says that only copies of questionnaires with correctly answered questions will be accepted [22], the number of questionnaires used for the study was slashed to 186 (Table 4.1).

Table 4.1 - Analysis of questionnaire responses [70]

Focus	Number Administered	Number Returned	Number Used	Percentage Used
Bank Employee	210	190	186	100
Total	210	190	186	100

Source: [21; 22; 23]

Most of the time, some of the responses had to be thrown out because the respondents didn't answer enough questions. Also, some people didn't answer some questions on the questionnaire on purpose, arguably because their workplaces don't let them share confidential material, even though the questionnaire said it would be kept secret.

4.1.1 Feedback profile interpretation

Table 4.2 below analyses the gender of the respondents to the questionnaires.

Table 4.2 – Interpretation of the research participants' profiles [21]

Sex	Frequency	Percentage (%)
Male	75	40.32
Female	111	59.68
Total	186	100

Source: [22]

A total of 75 males (40.32%), as well as 111 females (59.58%), are shown in Table 4.2 demonstrating that there were significantly more women than men who populated the survey.

Table 4.3 explains the age distribution of the respondents who participated in the questionnaire distributed through WhatsApp.

The research participants' ages are shown in the table above, where they are broken down into a number of categories. The data indicates that the highest proportion of participants (46.24%) were between the ages of 31 and 40. This even reveals that those aged 41 and up make up 21.50 percent of the entire population, even though those aged 21–30 account for 32.26 percent of the overall total.

Table 4.3 - Participants' ages in various groups

Age Ranges	Frequency	Percentage (%)
21 – 30 years	60	32.26
31 – 40 years	86	46.24
41 and above	40	21.50
Total	186	100

Source: [21].

Responses from participants' relationship status are depicted in Table 4.4. Among the participants, 144 (77.42%) have been married, and 42 (22.58%) seem to be unmarried.

Table 4.4 – Classification of survey participants by marital status (22)

Marital status	Frequency	Percentage (%)
Married	144	77.42
Single	42	22.58
Total	186	100

Source: (21).

Figure 4.5 displays the participants' educational backgrounds.

Table 4.5 - Participants' levels of academic achievement (22)

Educational Level	Frequency	Percentage (%)
OND/NCE	55	29.57
HND/B.Sc.	88	47.31
MBA/MSC	33	17.74
Others	10	5.88
Total	186	100

Source: (22).

Of those who participated, 88 (47.31%) possessed an HND or B.Sc., 55 (29.57%) held an OND or NCE, 33 (17.74%) held an MBA or M.Sc., and 10 (5.38%) indicated they had different educational qualifications.

4.2 In-depth examination of complementary research data

The researcher examines how survey participants answered the fifteen (15) sub-questions that comprised the significant research questions on the Likert scale of points 1-5 in this section. Precisely, qualitative data, correlation, and regression are applied to them.

Research Question 1: What is the effect of self-discipline on workers' performance in the Nigerian banking sector?

Self-discipline variables are portrayed by X1, and survey items like pressure, assuredness, profession, presenteeism, and confidence are clarified by X11, X12, X13, and X14, respectively. The coefficient of correlation for self-discipline is presented in Table 4.6, which can be found above.

Table 4.6 – Analysis of the connection between self-control and work productivity (71)

	X1 ₁	X1 ₂	X1 ₃	X1 ₄	X1 ₅
X1 ₁	1				
X1 ₂	.064	1			
X1 ₃	.094	.297**	1		
X1 ₄	.055	.666**	.326**	1	
X1 ₅	-.123*	.341**	.196**	.411**	1

Source: (22).

This table also illustrates that each of the signs of X1 (self-control) exhibits a positive correlation across variables, which suggests that these indicators are effective measures of self-control. Notably, X11, which is the initial variable, had a positive correlation with X12 ($r = .064$, $p=0.05$); X11 also had a positive correlation with X13 ($r = .094$, $p=0.05$); and X11 also had a positive correlation with X14 ($r = .055$, $p=0.05$).

Furthermore, A positive correlation ($r = .297^{**}$, $p=0.01$) was found between X12 and X13, a positive correlation ($r = .666^{**}$, $p=0.01$) was found between X12 and X14, and a positive correlation ($r = .341^{**}$, $p=0.01$) was found between X12 and X15. As for the third variable, X13, it was shown to have a positive correlation with X14 ($r = .326^{**}$, $p=0.01$) and a positive correlation with X15. Finally, X14 and X15 had a positive correlation ($r = .411^{**}$, $p= 0.01$).

Table 4.7 explains the effects of employee performance and self-control via regression. Table 4.7 illustrates the effect that the described variable, self-control, has on the performance of employees working in the banking sector in Nigeria.

Table 4.7 - Investigating the effects of employee performance and self-control via regression [21; 22; 37]

Model	Unstandardized Coefficients		Standardized coefficients	t	Sig
	B	Std. Error	Beta		
Constant	22.371	3.141		7.123	.000
Self-control	.627	.079	.505	7.926	.000

Source: [21; 22]

The regression model discovered that self-control was significantly associated with increased worker productivity ($r=.505$, $p=0.01$). The results of this study have shown that employees whose levels of self-control are higher

also perform better. Table 4.8 displays the proportion to which self-control was responsible for the difference in employee performance.

Table 4.8 - Model Summary [13]

Model	R	R-Square	Adjusted R-Square	Std. Euro of the estimates
1	.505	.255	.250	5.281

Source: (22).

This is shown by the modified R square, which indicates that self-control is responsible for 25.0% (.250) of the variation in employee performance.

Research Question 2: *Is there a correlation between self-awareness and productivity in Nigerian banks?*

Relationships between emotional engagement variables are shown by X2, whereas correlations between survey questions like sensorial, cognitive, lifestyle, relational, and sense of happiness are shown by X21, X22, X23, X24, and X25.

Table 4.9 displays the coefficient of correlation for self-awareness; it demonstrates that all variables of X2 (self-awareness) have a positive correlation with one another, suggesting that they are valid measures of this concept.

Table 4.9 – Estimation of the relationship between self-awareness and performance in the Nigerian banking sector [42]

	X2 ₁	X2 ₂	X2 ₃	X2 ₄	X2 ₅
X2 ₁	1				
X2 ₂	.139**	1			
X2 ₃	.115*	.303**	1		
X2 ₄	.042	.641**	.262**	1	
X2 ₅	-.016	.276**	.114*	.257**	1

Source: [21].

In particular, X21, the initial variable, was favourably linked with X22 ($r = .139^{**}$, $p=0.01$), X21 was positively connected with X23 ($r = .115^*$, $p=0.05$), and X21 was positively correlated with X24 ($r = .042$, $p=0.05$).

It was shown that X22 had a positive correlation with X23 ($r = .303^{**}$, $p=0.01$), a positive correlation with X24 ($r = .641^{**}$, $p=0.01$), and a positive correlation with X25 ($r = .276^{**}$, $p=0.01$). The response variable, X23, was positively linked with X24 ($r = .262^{**}$, $p=0.01$) and X25 ($r = .114^*$, $p=0.05$). Finally, there was a positive correlation between X24 and X25 ($r = .257^{**}$, $p=0.01$).

The favourable effect of self-awareness on employee performance was statistically significant ($\beta = .448$, $P < 0.01$), as shown in Table 4.10.

Table 4.10 - Regression analysis on the effect of self-awareness on employees' performance in the Nigerian banking sector [42]

Model	Unstandardized Coefficients		Standardized coefficients	t	Sig
	B	Std. Error	Beta		
Constant	28.177	2.809		10.031	.000
Self-awareness	.480	.071	.448	6.797	.000

Source: [19;20]

Evidence from the β value suggests that self-awareness is associated with improved productivity in the workplace.

In Table 4.11, we can see that 19.6% (.196) of the variation in employee performance may be attributed to Self-awareness, as measured by the modified R Square.

Table 4.11 - Model Summary [61]

Model	R	R Square	Adjusted R Square	Std. Error of the estimate
	.448	.201	.196	5.46801

Source: [21; 22; 23]

Research Question 3: *How do employees' social abilities impact their productivity in Nigeria's banking sector?*

In Table 4.12, the X3 represents the correlation among the social competence variables, and the X31, X32, X33, X34, and X35 explanations for the survey questions items trust, norm, competence, formal, and awareness. The correlation coefficients of the indicators of X3 social competency are highly positive (see Table 4.12), suggesting that these indicators are valid measures of X3 social competency.

Table 4.12 - Study the effect of social proficiency on employee performance in Nigerian banking sector [22]

	X3 ₁	X3 ₂	X3 ₃	X3 ₄	X3 ₅
X3 ₁	1				
X3 ₂	.173**	1			
X3 ₃	.040	.283**	1		
X3 ₄	.033	.574**	.324**	1	
X3 ₅	-.088	.240**	.166*	.321**	1

The data showed that the first variable, X31, had a positive correlation with X32 ($r = .173^{**}$, $p=0.01$), X31 a positive correlation with X33 ($r = .040$, $p=0.05$), and a positive correlation with X34 ($r = .033$, $p=0.05$). As for the

second variable, X32, it was shown to have a positive correlation with X33 ($r = .283^{**}$, $p=0.01$), a positive correlation with X34 ($r = .574^{**}$, $p=0.01$), and a positive correlation with X35 ($r = .240^{**}$, $p=0.01$).

Since X33 is strongly correlated with X34 ($r = .324^{**}$, $p=0.05$) and X33 is favourably connected with X35 ($r = .166^{**}$, $p=0.01$), we can conclude that these three variables are interrelated. The correlation between X34 and X35 was found to be positive ($r = .321^{**}$, $p= 0.01$).

As can be seen in Table 4.13, the regression analysis found that social competency had a highly significant positive impact on worker performance ($\beta = .457$, $p =0.01$).

Table 4.13 - Assessing the impact of social competence on organisational outcomes with a regression model

Model	Unstandardized Coefficients		Standardized coefficients	t	Sig
	B	Std. Error	Beta		
Constant	28.804	2.65		10.868	.000
social competencies	.463	.066	.457	6.973	.000

Source: [21;22; 23]

Table 4.13 demonstrates the extent to which various competency contributed for improvement in employee performance as shown by adjusted R-Square, which demonstrates that social competency is responsible for 20.5% (.205) of the shift in employee productivity.

Table 4.14 shows how much employee performance changed because of social competency. This is shown by the r value, which indicates that social

competency is responsible for 20.5% (.205) of the modification in employee productivity.

Table 4.14 - Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the estimate
	.457	.209	.205	5.439

Source: [21; 22]

Research Question 4: *When it comes to the Nigerian financial sector, how much of an impact does leaders' ability to control their emotions have on the productivity of their staff?*

X4 depicts the correlation between the variables of emotion regulation, while X41, X42, X43, X44, and X45 provide explanations for the questionnaire answers.

The correlation coefficient for managing emotion is shown in Table 4.15; it indicated that all the indicators of X4 (managing emotion) shows a positive correlation among variable, an indication that they are a good measure of showing emotion. Specifically, X41, which is the first variable correlated positively with X42 ($r = .064$, $p = 0.05$),

Table 4.15 - Correlation examination of handling emotion and employee's performance [27]

	X4 ₁	X4 ₂	X4 ₃	X4 ₄	X4 ₅
X4 ₁	1				
X4 ₂	.064	1			
X4 ₃	.094	.297**	1		
X4 ₄	.055	.666**	.326**	1	
X4 ₅	-.123*	.341**	.196**	.411**	1

Source: (22).

Positive correlations were found between X41 and X43 ($r = .094$, $p = 0.05$) and X41 and X44 ($r = .055$, $p = 0.05$). As for the second variable, X42, it was shown to have a positive correlation with X43 ($r = .297^{**}$, $p = 0.01$), X42.

Also had a strong correlation with X44 ($r = .666$, $p = 0.01$), and last but not least, X42 had a positive correlation with X45 ($r = .341$, $p = 0.01$). The third variable, X43, was found to have a positive correlation with X44 ($r = .326^{**}$, $p = 0.01$), while X43 was shown to have a positive correlation with X45. Finally, a positive correlation was found between X44 and X45 ($r = .411^{**}$, $p = 0.01$).

The results, which can be seen in Table 4.15 up above, indicated the level of influence that the explanatory variable (controlling emotion) has on employee performance in the banking industry in Nigeria.

Table 4.16 displays the proportion to which managing emotions was accountable for the shift in employee performance.

Table 4.16 - Regression examination of handling emotion and employee performance [21]

Model	Unstandardized Coefficients		Standardized coefficients	t	Sig
	B	Std. Error	Beta		
Constant	22.371	3.141		7.123	.000
Managing emotion	.627	.079	.505	7.926	.000

Source: [21; 22; 23].

The findings of the regression analysis revealed that employee performance was significantly improved when managers took steps to control better employees' emotional responses ($\beta = .505$, $P < 0.01$).

Table 4.17 Snippet of the Model [21; 22]

Model	R	R-Square	Adjusted R-Square	Std. Error of the estimates
1	.505	.255	.250	5.281

Source: [21; 22]

β value demonstrates that effectively controlling one's emotions has a beneficial effect on one's ability to execute their job. This is shown by the modified R Square, which indicates that managing emotions is responsible for 25.0% (.250) of the shift in employee performance (see Table 4.17).

4.3 Hypotheses testing

Regression analysis was used as a diagnostic instrument to check the validity of the hypotheses. The process of testing hypotheses is a methodical approach to verifying assertions or notions about a population parameter through the analysis of sample data. Hypotheses are evaluated based on the significance levels (p-values) provided in the tables of regression coefficients.

The Decision Rule. The alternative hypothesis is rejected and the null hypothesis accepted if and only if the estimated probability value is larger than the crucial threshold of significance. Statistical significance for the given parameter is determined by determining whether or not the probability value of 0.00 is less than the critical value of 5% (i.e. $0.00 < 0.05$). It is understood that in this case the alternative hypothesis must be accepted and the null hypothesis must be rejected. As noted by [47], once we reject null hypothesis (H_0), we claim that our observations are statistically meaningful.

Both Maneejuk and Yamaka argued that it is better to let the individual researcher determine whether or not to reject the null hypothesis at a specific

value. An important thing to keep in mind is that the p-value (probability value) is also known as the reported or exact degree of significance or the exact plausibility of committing a type 1 error. To be more precise, a p-value is the nominal significance threshold below which the null hypotheses can be rejected [59]. The p-value, therefore, is 0.05 (50%).

Hypothesis 1. *In Nigeria's financial sector, employees' lack of self-control has no discernible effect on their productivity.*

The impact of the explanatory variable (emotion management) on worker productivity in the Nigerian banking sector is seen in Table 4.18 below.

Table 4.18 - Test of HO1, display self-control with employee performance

Model	Unstandardized Coefficients		Standardized coefficients	t	Sig
	B	Std. Error	Beta		
Constant	22.571	3.141		7.123	.000
Self-control	.627	.079	.505	7.926	.000

Source: [21;22]

The regression analysis found that effective emotion management had a statistically significant beneficial influence on productivity ($\beta = .505$, $P=0.01$). Managing one's emotions has been shown to improve productivity in the workplace.

Table 4.19 shows that the estimated value is above the significance threshold (.000) level of relevance ($0.000 < 0.05$), hence the alternative hypothesis is accepted and the association among self-awareness and employee productivity in the Nigerian banking sector is rejected. Staff' levels of self-awareness were found to have a significant correlation with their output in the Nigerian banking sector.

Table 4.19 - Correlation between self- awareness and productivity of the employees [43]

Model	Unstandardized Coefficients		Standardized coefficients	t	Sig
	B	Std. Error	Beta		
Constant	28.177	2.809		10.03	.000
self-awareness	.480	.071	.448	6.797	.000

Source: [21; 22]

Hypothesis 3. *In the Nigerian banking sector, employees' social competence does not correlate with their job performances in any meaningful way.*

Table 4.20 shows that the estimated value exceeds the threshold level (.000) of significance ($0.000 < 0.05$), suggesting that there is a substantial correlation between social competency and employee productivity in the Nigerian banking business and rejecting the null hypothesis in favour of the alternative.

Table 4.20 - The HO3 test to demonstrate social competency in relation to employee productivity [53]

Model	Unstandardized Coefficients		Standardized coefficients	t	Sig
	B	Std. Error	Beta		
Constant	28.804	2.650		10.868	.000
social competencies	.463	.066	.457	6.973	.000

Source: [21;22]

Hypothesis 4. *There is not a strong connection between being able to manage emotions and how well employees perform their jobs.*

Table 4.21 shows that (.000) level of importance ($0.000 < 0.05$), so the alternate hypothesis is accepted and the null is rejected, suggesting that there is a meaningful relationship between emotion and the performance of employees in the Nigerian banking industry.

Table 4.21 - Test of HO3 to display handling emotion with employee performance [70]

Model	Unstandardized Coefficients		Standardized coefficients	t	Sig
	B	Std. Error	Beta		
Constant	22.371	3.141		7.123	.000
Managing emotion	.627	.079	.505	7.926	.000

Source: [21; 22]

4.4 Discussion of findings

Table 4.6 shows that all of the variables used to measure social control have positive correlation coefficients, which suggests that they are accurate measures of the concept. Based on the values in Table 4.7, the statistic ($\beta = .505$, $p=0.01$) suggests that social control has a favourable impact on employee performance. Also, according to Table 4.8 of the Adjusted R², social control was responsible for 25.0% (.250) of the increase in employee performance.

The empirical evidence supports the idea that employees' levels of self-control are positively related to their productivity in the Nigerian banking sector. In [68], it is found that self-control in the workplace is highly associated with ROI, and these results corroborate their findings. Based on the positive and statistically significant correlation between the three dimensions of emotional intelligence in the workplace and the banks' return on investment, it can be concluded that a higher level of emotional intelligence among an organization's

workforce is correlated with a higher rate of return on investment. The conclusions of this study are consistent with those of [66], who concluded that self-control (emotional intelligence) is the most critical aspect for success in any business setting. The most effective managers and leaders, as revealed by [60], also possess a higher level of emotional competence.

Self-awareness and employee performance. The results of data analyzed in Table 4.19 it was reported that the overall positive correlation coefficient values among the variables of Self-awareness is indicative that they are all appropriate indicators and dimensions of Self-awareness. From Table 4.17, the β value ($\beta = .448, 0.01$) indicated that self-awareness has a positive effect on employee performance. Similarly, Table 4.11 the Adjusted R² reported that 19.6% (.196) of the change in employee performance was brought about by self-awareness.

The second hypothesis was verified, showing that self-awareness significantly correlates with productivity in the Nigerian banking sector. This study's findings corroborate those of [60], who found that companies of similar size led by CEOs with higher levels of emotional intelligence abilities had better financial success, as evaluated by both profitability and growth. According to [55], the first step toward developing emotional intelligence is self-awareness, and several industries have deeply incorporated emotional intelligence into the workplace. By using this framework, these sectors have been able to manage complexity and increase profitability. Self-assurance is a crucial trait for leaders.

Self-aware people are the most valuable assets to any company because they are most likely to make quick, well-considered decisions that benefit the bottom line. According to the results of the study [6], high levels of self-confidence differentiate the best performers from the average ones among supervisors, managers, and executives. This study lends further credence to the findings of [6; 43; 58]. Executives chosen for their emotional intelligence

competency significantly outperformed their peers, generating a return on investment of more than 100 percent.

Social competency and employee performance. Table 4.14 shows that there is a highly positive correlation between the questions used to gauge social competence, suggesting that they are all reliable indicators of this trait. Table 4.14 shows that social competence positively affects employee performance (value =.457, $p = .01$). In Table 4.16, we can see how much of an impact social competence has on the improvement in productivity. Adjusted R² equals 205 (20.5%).

The results of the third hypothesis demonstrated that employees' social competence has a substantial effect on their performance in the Nigerian banking sector. Findings from a study comparing American Express financial advisers whose managers had completed an emotional competence training programme to those whose managers had not have been found to be consistent with those of [55]. Findings reveal that the advice of trained managers expanded their firms by 18.1% compared to 16.2% for those whose administrators were untrained in the year following training; therefore, the trained group outpaced the control group, significantly contributing to American Eupress's bottom line.

The results of this research corroborate those of [6], who say that a number of sectors have enthusiastically adopted the concept of incorporating emotional intelligence into the workplace. By doing so, these sectors have become better equipped to handle complexity and grow profits. Relationship managers' emotional acuity has been shown to have a positive correlation with financial success [3]. As noted by [7], leaders who are excited, energetic, and active may be better able to instil a sense of confidence, competence, optimism, and enjoyment in their subordinates. The results corroborated previous studies [9] that found a strong correlation between a person's social competence and their productivity on the job.

Managing emotion and employee work efficiency. Table 4.18 shows that there is a highly significant correlation between the various items used to gauge social competence, suggesting that these are all reliable and valid assessments. Table 4.18 shows that social competence positively impacts worker productivity ($\beta = .457, 0.01$). The proportion to which a shift in employee performance may be attributed to improvements in social competence is displayed in Table 4.18 Adjusted R2 equals .205 (20.5%).

Working to control one's emotions has been shown to have a major impact on productivity in the Nigerian banking sector, refuting hypothesis number four. In the research [12] on the productivity of sales representatives at a major U.S. appliance manufacturer, the author came to the same conclusion: sales were highest among the most conscientious employees. In [15], authors of analysis on emotional intelligence and leadership, postulate that leaders who are able to lead emotionally, who are in touch with their own feelings, and who are able to differentiate and treat others' feelings successfully, will always find success in their endeavors.

High levels of emotional intelligence in managers indicate that they are well-versed in such areas as self-awareness and self-respect; adaptability and openness to new ideas; bravery and a willingness to take risks; leadership and the ability to inspire loyalty and commitment in subordinates; leadership in the delivery of services; political awareness and savvy; communication and relationship building; and the ability to accommodate [18]. Emotional regulation is strongly linked to worker productivity, as confirmed by [20; 25].

CONCLUSIONS

This section provides a clear and brief overview of the research and its findings. The research concluded with some suggestions based on those findings.

Work productivity in the Nigerian banking sector was positively correlated with employees' levels of self-control. The strong motivation displayed in an individual's obvious enthusiasm for their profession can be contagious, inspiring others to work toward a shared vision. Integrity, flexibility, ambition, initiative, and success all play a role in self-control. Performance in the Nigerian banking sector was highly correlated with employees' levels of self-awareness. The most important skill connected with emotional agility at work is self-awareness.

It consists of emotional abilities that enable us to be more effective and form outstanding relationships in the work place. Self-awareness is the ability for one to recognize his or her emotions and their effects. People who are aware of their emotions are more effective in their jobs. They recognize and understand their moods, emotions and needs and can perceive and anticipate how their actions affect others. There is a significant relationship between social competences and employee performance in the Nigerian Banking sector. It is an array of emotional and social knowledge and abilities that influence our overall ability to effectively cope with environment.

There is a significant relationship between managing emotion and employee performance in the Nigerian Banking sector. Most effective people sense others' reactions and finetune their own responses to move interaction in the best direction. Creating an atmosphere of openness with clear lines of communication is a key factor in organizational success managing emotion deal with difficult issues, listen well and welcome sharing information, and foster

open communication and stay receptive to good news as well as bad news. This competence builds on both managing one's own emotions and empathy.

The results of this study led the researcher to conclude that personnel in the Nigerian financial sector benefit when they exercise self-control. This suggested that leaders' ability to exert self-control in relation to their staff was crucial, both theoretically and practically, for fostering a positive work environment. Leaders who are able to exert self-control are also adept at influencing others and creating strong relationships with them. This sentence also suggests that leaders who have self-control are better able to control their feelings and, in turn, inspire their employees.

An individual's level of self-awareness correlates positively with his or her effectiveness in the Nigerian banking sector. The management implications and effects of leaders' abilities to reflect on and improve their own behaviour are substantial. Because management is communicated through one's emotions and level of contentment with one's work, the beneficial benefits of a leader's self-awareness abilities are expected to translate into a more stable and productive workforce. It was also indicated that improved self-awareness would promote morale and attitude, leading to a more satisfied worker who would work harder to help the company achieve its objectives.

Work performance in the Nigerian banking sector is positively correlated with employees' levels of social competence. This suggested that a leader's social competence and emotional intelligence skills can result in a more dedicated and contented workforce, which in turn could boost the company's bottom line. Managing leaders' emotions has a major impact on employees' work attitudes and, in turn, their productivity in Nigeria's banking sector, implying that work groups comprised of subordinates would have been less formal and less equivocal. Leaders with this competency are adept at influencing others and forming strong relationships with them. This means that leaders can encourage greater productivity from their subordinates by learning

to control their own emotions. As a result, there would be a greater drive to succeed in meeting company goals.

On the basis of the findings and conclusions, the following suggestions were made:

1) It is advised that the following policies be supported by leaders and managers in the banking sectors that were studied:

2) Leaders should be pushed to become more self-aware so they can boost the morale of their workers.

3) Leaders need to keep their social awareness skills sharp if they want their subordinates to actively contribute to the achievement of the organization's goals and objectives. as a means of self-awareness, introspection, growth via experience, and receptivity to constructive criticism.

Banks should take the initiative to teach self-control to their top executives and managers so that their employees can keep their emotions in check at work.

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Appendix A

Questionnaire

**Department of
Business
Administration,
Sumy State
University, Sumy,
Ukraine.
13-12-2022.**

Dear Respondents,

REQUEST TO RESPOND TO QUESTIONNAIRE

I am a master's student in the Business Administration programme at Sumy State University in Sumy, Ukraine. My master's thesis is titled "Emotional Agility and Employee Performance in the Nigerian Banking Sector." To help gather data for this research, please see the following questionnaire. Kindly try to answer the questions without introducing any bias. The information you give will be kept purely for research purposes and will not be shared with any outside parties. The respondents the researcher is looking for to participate in this questionnaire are high- and middle-level bank personnel from several Akure, Ondo State, Nigeria, financial institutions.

Momoh Mutiu Samuel

Researcher

Instruction: Please select the answer that most closely reflects your position.

Section A: Bio-data

Sex: Male () Female ()

Age: 21-30 years () 31-40 years () 41 and above ()

Marital Status: Married () Single ()

Educational Qualification: Ordinary National Diploma (OND) () Higher National Diploma (HND) / Bachelor of Sciences (BSc) () Master of Business Administration(MBA)/ Masters of Sciences (MSC)() Others ().

Strongly Agree (SA), Agree (A), Undecided (U), Strongly disagree (SD)

Section B: Respondents' Opinions

Please respond to this section by checking the appropriate boxes (SA (strongly agree), A (agree), U (undecided), D (disagree), SD (strongly disagree) and adding an optional comment to explain your choice(s).

Section C: Performance is influenced by emotional intelligence (EI) and its subset, self-control.

S/N	ITEMS	SA	A	U	D	SD
1	I am able to let go of the past and move past any challenges, anger, or emotions that may have held me back in the past.					
2	I avoid coming out as aloof and chilly by opening up to them the right amount.					
3	Until I know all the information, I don't make decisions or provide my opinion on subjects.					
4	I don't bottle up my anger and I don't let it out on other people anymore.					
5	In most cases, the self-control I exhibit has a beneficial effect on the people I supervise.					

Section D: Does self-awareness have any influence on employee's performance in the Nigerian banking Sector?

S/N	ITEMS	SA	A	U	D	SD
1	Emotional Agility raises one's level of consciousness regarding one's capacity to collaborate effectively and empower others while working in a group setting.					
2	Emotional Agility helps people become more conscious of the importance of being good members of teams, citizens of organizations, and service providers.					
3	Emotional Agility raises awareness of how to communicate good emotions with coworkers in the workplace.					
4	Emotional Agility raises one's level of consciousness regarding achieving results with coworkers.					
5	Employees benefit, on the whole, from having a healthy dose of positive self-awareness.					

Section E: What is the effect of social proficiencies on employee's performance in the Nigerian banking Sector?

S/N	ITEMS	SA	A	U	D	SD
1	The development of social competency among employees fosters both mutual trust and the employees' distinct identities.					
2	The ability to perform effectively within a group or organization requires norms and roles, both of which are inculcated by social competence.					
3	A person's social competence allows them to evaluate employee competencies, which is vital for the development of individual skills and necessary for the implementation of performance human resource management.					

4	In order to find workers who possess competence and abilities that extend beyond what is often taught in schools, in addition to academic, professional, and business competence, as well as technical skills and experience, it is necessary to have social competence.					
5	Social competence is typically associated with a range of social abilities, including the ability to solve problems, consider alternative points of view, and evaluate one's own perceptions.					

Section F: To what degree does handling the emotion of leaders' affect employee's performance in the Nigerian banking Sector?

S/N	ITEMS	SA	A	U	D	SD
1	The employees are impacted by my emotional management style.					
2	Instead than becoming instantly irritated with a subordinate, I ask them what they think is going wrong.					
3	During the workday, I maintain a steady emotional state.					
4	Subordinates are more committed to the company because of the way I handle my emotions at work.					
5	When an employee makes a mistake, I don't simply become furious at them; I also correct them.					

Section G: Employee Performance

S/N	ITEMS	SA	A	U	D	SD
1	My ability to control my feelings has helped me					

	become a more efficient leader.					
2	The speed with which workers complete their assignments has increased.					
3	Employees always meet the target set for them on daily basis.					
4	At the end of the 2021 evaluation year, our Bank staff members' performance was higher than it had been in the previous year, 2020.					
5	Emotional Agility has increased my self-awareness and helped me become a more efficient manager of my time, all of which contribute to the EI's intended					

Appendix B

Feedback from the participants

Researcher

Instruction: Please select the answer that most closely reflects your position.

Section A: Bio-data

Sex: Male () Female ()

Age: 21-30 years () 31-40 years () 41 and above ()

Marital Status: Married () Single ()

Educational Qualification: Ordinary National Diploma (OND) () Higher National Diploma (HND) / Bachelor of Sciences (BSc) () Master of Business Administration(MBA)/ Masters of Sciences (MSC) () Others ()

Strongly Agree (SA), Agree (A), Undecided (U), Strongly disagree (SD)

S/N	ITEMS	SA	A	U	D	SD
1	I am able to let go of the past and move past any challenges, anger, or emotions that may have held me back in the past.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	I avoid coming out as aloof and chilly by opening up to them the right amount.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Until I know all the information, I don't make decisions or provide my opinion on subjects.	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	I don't bottle up my anger and I don't let it out on other people anymore.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5	In most cases, the self-control I exhibit has a beneficial effect on the people I supervise.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

S/N	ITEMS	SA	A	U	D	SD
1	Emotional Agility raises one's level of consciousness regarding one's capacity to collaborate effectively and empower others while working in a group setting.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	Emotional Agility helps people become more conscious of the importance of being good members of teams, citizens of organizations, and service providers.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	Emotional Agility raises awareness of how to communicate good emotions with coworkers in the workplace.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Emotional Agility raises one's level of consciousness regarding achieving results with coworkers.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5	Employees benefit, on the whole, from having a healthy dose of positive self-awareness.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

S/N	ITEMS	SA	A	U	D	SD
1	The development of social competency among employees fosters both mutual trust and the employees' distinct identities.	✓				
2	The ability to perform effectively within a group or organization requires norms and roles, both of which are inculcated by social competence.	✓				
3	A person's social competence allows them to evaluate employee competencies, which is vital for the development of individual skills and necessary for the implementation of performance human resource management.	✓				
4	In order to find workers who possess competence and abilities that extend beyond what is often taught in schools, in addition to academic, professional, and business competence, as well as technical skills and experience, it is necessary to have social competence.	✓				

S/N	ITEMS	SA	A	U	D	SD
1	The employees are impacted by my emotional management style.	✓				
2	Instead than becoming instantly irritated with a subordinate, I ask them what they think is going wrong.	✓				
3	During the workday, I maintain a steady emotional state.	✓				
4	Subordinates are more committed to the company because of the way I handle my emotions at work.	✓				
5	When an employee makes a mistake, I don't simply become furious at them; I also correct them.	✓				

S/N	ITEMS	SA	A	U	D	SD
1	My ability to control my feelings has helped me become a more efficient leader.	✓				
2	The speed with which workers complete their assignments has increased.		✓			
3	Employees always meet the target set for them on daily basis.		✓			
4	At the end of the 2021 evaluation year, our Bank staff members' performance was higher than it had been in the previous year, 2020.	✓				
5	Emotional Agility has increased my self-awareness and helped me become a more efficient manager of my time, all of which contribute to the EI's intended	✓				

